

STRATEGIC GOAL #1

Develop, maintain, and sustain a citywide, comprehensive, risk-based emergency management and homeland security program.

OBJECTIVES, METRICS AND PROJECTS

Objective 1.1

Develop all key plans and functional elements necessary for a comprehensive emergency management program.

Wetrics	
 Review existing plans and documentation to identify gaps. Develop strategy and timeline for plan development and updates. Develop an initial HIRA and framework for a recovery plan. Become accredited through the national Emergency Management Accreditation Program (EMAP) All departments will have Continuity of Operation Plans (COOPs) 	 Finalize Emergency Response Plan (ERP) changes, including emergency support function (ESF) annexes. Develop all plans and functional elements according to strategy. Develop emergency plans and procedures for the San Francisco Unified School District (SFUSD). ERP is updated as needed, based on AAR and Improvement Plan
Existing Projects	Status
1. Write an administrative plan for emergency management program	1. Completed
2. Develop a Long Term Recovery Program for the city	2. Ongoing
3. Complete the ERP Annexes	3. In progress – 8 of 17 finalized
4. Develop COOP template	4. Completed
5. Utilize the city's Master Improvement Plan to update emergency plans	5. Ongoing
6. Update department operation plans and develop/update continuity of operation plans	6. In progress
New Projects	Status
1. Full EMAP Compliance Gap Assessment	1. In preliminary stages – database of San Francisco EMAP compliance in development
2. ERP Recovery Element Development	2. Not yet started
3. Earthquake Plan Revision (operations-based recovery procedures)	3. Funding secured but revision not yet started
4. Support departments in writing their COOPs	
5. Work with departments to complete a gap assessment based on their plan updates	



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OBJECTIVES, METRICS AND PROJECTS

Objective 1.2 (Moved to Goal #3, Objective 3.4)

Identify essential information technology (IT) systems and the back-up capability necessary to maintain COOP and COG.

Metrics

Conduct analysis of IT systems and backup capabilities

Existing Projects	Status
1. Provide additional satellite data and voice capability in the EOC	1. In progress; equipment and service to be installed by December 2009
2. Auxiliary Communications Service (ACS) program	2. Ongoing
3. ACS Packet Radio Project	3. In progress; equipment purchase completed by December 2009; phase 1
4.	implementation by April 2010; phase 2 implementation by October 2010
New Projects	Status
1. Conduct review of essential emergency management information, sources, and methods of transmission, for all CCSF departments	1. To be scheduled
2. Revise citywide communications plan (including all alternate methods of communications)	2. To be scheduled



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Develop, maintain, and sustain a citywide, comprehensive, risk-based emergency management and homeland security program.

OBJECTIVES, METRICS AND PROJECTS

Objective 1.2

Develop and implement a quality improvement (QI) program to coordinate, manage, and document ongoing system-wide evaluation and improvement actions. Ensure the program includes corrective actions, an evaluation program, a plan review and update cycle, and strategies for capturing and incorporating lessons learned. Ensure the QI program is designed to move the City toward meeting EMAP standards.

Metrics

Develop initial plans, policies, and procedures for QI Program

Existing Projects	Status
1. Develop a Master Improvement Plan (MIP)	1. MIP finalized and procedures for use in development
2. Revise the resource management program (through the Emergency Resource Planning Workgroup[ERPW]) to be EMAP compliant	2. Completed July 2009
3.	
4.	
New Projects	Status
1.	
2.	
3.	



STRATEGIC GOAL #1

Develop, maintain, and sustain a citywide, comprehensive, risk-based emergency management and homeland security program.

OBJECTIVES, METRICS AND PROJECTS

Objective 1.3

Integrate functional needs considerations into all planning efforts.

Metrics

• Plans updated with functional needs information.

Existing Projects	Status
1. Mass Care Planning	1. Ongoing
2. Develop Housing Authority Plan	2. Draft complete
3. Work with Mayor's Office on Disability on planning efforts	3. Ongoing
New Projects	Status
1. Transportation/Evacuation Planning	1. Part of the Regional Catastrophic Planning Grant Program
2.	
3.	
4.	



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OBJECTIVES, METRICS AND PROJECTS

Objective 1.4

Create an Emergency Operation Center (EOC) taskforce to ensure EOC plans and procedures are current and relevant.

- Establishment of a dynamic EOC taskforce
- Emergency plans and annexes updated on bi-yearly basis
- Formal training series/EOC credentialing program developed and implemented

Or or, or	
Existing Projects	Status
1. Emergency Response Plan annex development.	1. Annexes in final stages
2. Department Operation Center (DOC) and EOC basic trainings.	2. DOC trainings developed and completed. EOC training in development.
3. Further enhance private sector liaison program to improve coordination and communication with private sector and other Non-Governmental Organizations (NGOs) during crisis	3. Recruitment for minimum of 1 primary and 5 alternates completed for private sector and BOMA seats
New Projects	Status
1. Establish Branch/Section-specific task forces to clarify roles and responsibilities of each section.	1. In planning stages
2. Develop an Annex training series	2. In planning stages
3. Establish a bi-yearly review process for emergency response plans	3. In planning stages
4. Development of EOC position checklists	4. In progress
Specialized training for all liaisons for CCSF EOC technology & policies/procedures	5. Basic orientation planned for Aug '09 along with advanced training planned for the future



STRATEGIC GOAL #2

Enhance the City's emergency management and homeland security training and exercise program.

OBJECTIVES, METRICS AND PROJECTS

Objective 2.1

Develop and maintain a comprehensive training and exercise program to improve and reinforce the capabilities of all City departments and agencies to protect from, respond to, and recover from emergencies and disasters small and large.

- Expand exercise program to all departments, agencies and partners (private sector, volunteer, NGO, other regional agencies).
- All departments and agencies routinely attend and participate in Training and Exercise Steering Committee meetings.
- The Master Improvement Plan drives Citywide exercises and training.
- HSEEP (Homeland Security Exercise and Evaluation Program) is used for all exercises conducted by CCSF.
- All personnel have the required and needed training to fulfill their potential disaster response assignments.
- Revisit and update exercise program standard operating protocols (SOPs) annually.

Existing Projects	Status
1. Training and Exercise Steering Committee Monthly Meetings	1. Ongoing
New Projects	Status
1. Develop and maintain a 5-year exercise plan based on the Master Improvement Plan.	1. Ongoing
2. Implementation and use of Training & Exercise Request form for all grant funded exercises and trainings.	2. Ongoing
3. Develop a tracking tool for how city plans are trained, exercised and updated.	3. Not yet started



STRATEGIC GOAL #2

Enhance the City's emergency management and homeland security training and exercise program.

OBJECTIVES, METRICS AND PROJECTS

Objective 2.2

Plan and conduct a range of exercises utilizing the Homeland Security Exercise and Evaluation Program (HSEEP) to improve and enhance the emergency response capabilities of all departments and agencies.

- Review / Revise Exercise Program SOP annually
- All exercises follow HSEEP standards; all After-Action reports are completed according to required timelines and formatting.

Existing Projects	Status
Private sector earthquake drill	1. Completed July 2009
2. Annual Shake-Out Earthquake Drill	2. Completed October 2009
3. San Francisco Unified School District Department Operations Center tabletop exercise	3. Completed
4. Golden Guardian 2010 Exercise; DEM lead agency	4. Exercise planning in progress
New Projects	Status
1. Private-Sector exercise toolkit	1. In progress
2. University Council Table-Top Exercise	2. Scheduled for 2010
3. Train additional staff in HSEEP and incorporate into the city's training program	3. To be scheduled



STRATEGIC GOAL #2

Enhance the City's emergency management and homeland security training and exercise program.

OBJECTIVES, METRICS AND PROJECTS

Objective 2.3

Provide a robust training program to improve and enhance the emergency response capabilities of all departments and agencies.

- Development and Implementation of Training Program Standard Operation Procedure (SOP)
- Develop/maintain a two-year Training Plan guided by the Master Improvement Plan and State and Federal requirements
- Implementation and use of Training & Exercise (T&E) Request Form for all grant funded training

Existing Projects	Status
1. Integrated Training Calendar	1. Updated and distributed monthly
2. Training Program SOP	2. In progress; partial draft
3. Implement T&E Request Form	3. Introduced at T&E Steering Committee 7/22/09
4. SF USD Training Program	4. In progress
5. Private-Sector Training Program	5. In progress
6. Continue Hub training and exercises for the Library	6. Ongoing
New Projects	Status
1. Develop and maintain two-year training plan	1. Planning phase
2. Development of a Disaster Preparedness Coordinator (DPC) training and informational guide	2. DPC training and guide in draft stages. Training/guide planned to be distributed in the November 2010 timeframe.



STRATEGIC GOAL #2

Enhance the City's emergency management and homeland security training and exercise program.

OBJECTIVES, METRICS AND PROJECTS

Objective 2.4 (previously Strategic Goal #9, Objective 9.1)

Train all department and agency personnel in the appropriate level of the National Incident Management System (NIMS) and the Incident Command System (ICS).

- Citywide compliance with Homeland Security Presidential Directive-5 (HSPD-5) "Management of Domestic Incidents," and HSPD-8 "National Preparedness
- Citywide compliance with City and County of San Francisco (CCSF) Executive Directive 07-10 "Emergency Preparedness Planning and Coordination"

Existing Projects	Status
1. ICS / NIMS Training	1. Ongoing; quarterly offering of Intermediate and Advanced classes
2. Track individual training completion	2. Ongoing; provide quarterly updates
3. Continue Disaster Service Worker (DSW) training for departments	3. Ongoing
4. Track NIMS training completion in PeopleSoft	4. Ongoing
New Projects	Status
Review in-house training conducted by departments to ensure current Federal Emergency Management Agency (FEMA) / NIMS curriculum compliance	1. Not yet started
2. Develop a training refresher program	2. Not yet started



STRATEGIC GOAL #2

Enhance the City's emergency management and homeland security training and exercise program.

OBJECTIVES, METRICS AND PROJECTS

Objective 2.5 (previously Objective 2.2)

Ensure all City Incident Management Teams complete Department Operations Center (DOC) training and Emergency Operations Center (EOC) training. Ensure all City departments with an Emergency Support Function (ESF) role, including leadership for each ESF, complete required ICS/NIMS, EOC, DOC and Branch training.

- All DOC Incident Management Team personnel complete training
- All EOC Incident Management Team personnel complete training

Existing Projects	Status
1. Develop / Present DOC Training	1. Ongoing; Initial presentation of training March 2009; semi-annual training continues
2. Develop / Present Basic EOC Section Training	2. In progress
New Projects	Status
1. Develop EOC Branch-Specific training	1. Planning phase
2. ICS/NIMS training for all private sector EIOC liaisons and advanced training for selected members	2. Training requirements have been identified; lead liaison will track compliance.



STRATEGIC GOAL #3

Ensure sufficient voice and data communications capabilities are in place to allow for effective inter-agency, multi-jurisdictional communication.

OBJECTIVES, METRICS AND PROJECTS

Objective 3.1

Update the Tactical Interoperability Communication Plan (TICP).

- Establish TICP Workgroup.
- Develop IP based on existing "San Francisco Urban Area TICP FSE AAR." Update TICP, including mutual aid, and ensure congruence with other plans.
- Final TICP developed based on feedback and suggestions.
- Final TICP will be reviewed and approved by City department heads.

Existing Projects	Status
 Establish a TICP Workgroup and update TICP developed in 2006 Create Emergency Support Function (ESF) #2: Communications Annex 	 TICP Workgroup established in June 2008, assessing all updated communications capabilities. First draft of ESF #2: Communications published in May 2009
2. Create Emergency Support I unction (ESI) #2. Communications Filmex	1
New Projects	Status
1. Develop a Regional Fleetmap for multi-agency voice communications.	1. Working with Federal Department of Homeland Security, Interoperable Communications Technical Assistance Program (ICTAP) to develop regional talkgroup capability, to include in the TICP.



STRATEGIC GOAL #3

Ensure sufficient voice and data communications capabilities are in place to allow for effective inter-agency, multi-jurisdictional communication.

OBJECTIVES, METRICS AND PROJECTS

Objective 3.2

Train City personnel on the City's communications capability and updated TICP. Conduct exercises to test and evaluate the plan.

- Conduct exercise to test and evaluate TICP.
- Train all key TICP personnel.

Existing Projects	Status
Establish and train multi-discipline Communications Unit Leaders (COML)	1. Trained COML's within Department of Emergency Management, Fire Department, Police Department and General Service Agency in 2009.
New Projects	Status
1. Identify staff in additional departments to be trained as COMLs	1. Ongoing



STRATEGIC GOAL #3

Ensure sufficient voice and data communications capabilities are in place to allow for effective inter-agency, multi-jurisdictional communication.

OBJECTIVES, METRICS AND PROJECTS

Objective 3.3

Develop an interoperable communications infrastructure in accordance with the TICP, including a P25 radio infrastructure system and local and regional communication protocols.

Metrics

• Build technology infrastructure to support interoperable communications and streamline communications identified in TICP.

Existing Projects	Status
Implement a mission-critical data communications system for Public Safety Personnel	1. System infrastructure installed, with 75% of the users operating on the system (Police Department, Fire Department, Sherriff's Office). Project completion targeted for December 2009.
2. Migrate existing Citywide Emergency Radio System (CERS) to standards base Project 25 network	2. Project kicked off, schedule developed, with multiple phases for implementation. Target completion of June 2010
New Projects	Status
1. Implement additional mutual aid talkgroups, utilizing 700MHz spectrum	1. Signed contract with vendor to implement network. Project kicked off, with target completion of June 2010
2. Develop a shared Public Service Voice Radio Network, for all public service agencies in San Francisco.	2. Signed Memorandum of Understanding between Dept. of Technology, Dept. of Emergency Management and Municipal Transportation Agency to implement the network
3. Develop a Regional Broadband Data network using 700MHz spectrum	3. Creating a regional Request for Information (RFI) for implementation strategies and network architecture. Targeting release in September 2009.

Strategic Plan Update FY09-10 2/19/2010



STRATEGIC GOAL #3

Ensure sufficient voice and data communications capabilities are in place to allow for effective inter-agency, multi-jurisdictional communication.

OBJECTIVES, METRICS AND PROJECTS

Objective 3.4 (previously Strategic Goal #1, Objective 1.2)

Every CCSF Department and Agency will have a disaster communications plan.

- Establish a minimum level of communications capability for Department Operations Centers and Emergency Operations Center
- Increased backup / supplemental communications capabilities for DOC and EOC
- Citywide communications degradation plan completed and distributed
- Individual Department / Agency disaster communications plan completed and distributed
- All personnel trained on disaster communication plans

Existing Projects	Status
1. Procure Out-of-Area telephone numbers to be used by departments	1. Procurement complete; numbers in process of being distributed
2. Provide additional satellite data and voice capability in the EOC	2. In progress; equipment and service to be installed by October 2009
3. Auxiliary Communications Service (ACS) program	3. Ongoing
4. ACS Packet Radio Project	4. In progress; equipment purchase completed by December 2009; phase 1 implementation by April 2010; phase 2 implementation by October 2010
New Projects	Status
1. Conduct review of essential emergency management information, sources, and methods of transmission, for all CCSF departments	1. To be scheduled
2. Revise citywide communications plan, including all alternate methods of communications – (this is separate from the TICP)	2. To be scheduled
3. Conduct a capability assessment to determine equipment and training needed to meet the desire capability	3. To be scheduled



STRATEGIC GOAL #4

Improve community disaster preparedness and response capabilities.

OBJECTIVES, METRICS AND PROJECTS

Objective 4.1

Develop a self-sustaining Hub program.

Metrics	
Completion of Hub Program Management Plan	Completion of Hub protocols and procedures
Identify Hub sites throughout city	• Recruit and engage personnel from the community into the Hub program
Standardization of a Hub kit & purchase of needed supplies	Recruit and engage the community at large to support the Hub program
Develop and deliver a Hub training and exercise program	 Incorporate hubs into the San Francisco Emergency Operations Center (EOC) and Emergency Response Plan (ERP)
Existing Projects	Status
1. Identify libraries as Hub sites and train library staff	1. In progress
2. Complete a Hub exercise for several library sites	2. Completed October 2009
3. Develop Hub staff procedures, including a communication plan	3. Job action sheets are completed
4. Identify funding source & purchase necessary supplies and equipment	4. Pending funding
5. Complete and implement the Hub Management Plan	5. Plan completed; implementation in progress
6. Incorporate Hubs into Community Branch Annex	6. Estimated completion April 2010
New Projects	Status
1. Develop Hub training and outreach materials for private sector and Non-Governmental Organizations (NGOs)	1. To be scheduled
2. Conduct additional Hub exercises	2. To be scheduled



STRATEGIC GOAL #4

Improve community disaster preparedness and response capabilities.

OBJECTIVES, METRICS AND PROJECTS

Objective 4.2

Support increased resiliency for nonprofits and faith-based organizations

- Develop Continuity of Operations Template that meets the needs of the NGO community
- Develop standards for NGOs that will facilitate the development and sustainment of disaster resilient activities

Existing Projects	Status
1. NGO Continuity of Operations Template	Underway in partnership with Bay Prep collaborative & California Volunteers
2. NGO Standards development	2. Underway in partnership with Bay Prep collaborative
3. Develop social capital building through the Neighborhood Empowerment Network	
New Projects	Status
1. Work with funders to support implementation of NGO Standards	



STRATEGIC GOAL #4

Improve community disaster preparedness and response capabilities.

OBJECTIVES, METRICS AND PROJECTS

Objective 4.3

Improve coordination with NGOs in a disaster and among NGO service providers.

- Develop Memorandum of Understanding (MOU) for use of Bay Area Coordinated Assistance Network (BA CAN) in Care & Shelter DOC and EOC
- Clarify NGO coordination role in Emergency Operations Center
- Hold quarterly seminars for NGO community in partnership with Bay Prep

Existing Projects	Status
1. Develop protocols and activation toolkit for Bay Area CAN	1. In progress
2. Participate on SF CARD (San Francisco Community Agencies Responding in Disasters) Executive and Steering Committees	2. Ongoing
3. Continue to build relationship with the private sector through the private sector workgroup	3. Ongoing
New Projects	Status



STRATEGIC GOAL #4

Improve community disaster preparedness and response capabilities.

OBJECTIVES, METRICS AND PROJECTS

Objective 4.4

Engage the public about potential risks and promote all-hazard emergency preparedness activities as a daily responsibility of all San Franciscans

- Conduct annual Shake Out Exercise
- Participate in annual Big Rumble events
- Maintain innovative websites to provide information about preparedness
- Conduct outreach activities related to 72hours.org
- Develop neighborhood focused outreach efforts

Existing Projects	Status
1. Big Rumble 2009	1. Completed October 2009
2. Shake Out 2009	2. Completed October 2009
3.Promote customizable 72hours.org website to other jurisdictions	3. 72hours.org/anywhere CMS near completion
4. Develop Map Your Block (MYB) program	4. Completed
5. Quarterly brochure distributions to Public Health Clinics	5. Ongoing
New Projects	Status
1. Develop online tool as companion to MYB brochure	
2. Make improvements to QuakeQuiz SF by incorporating sound and developing Spanish language version	
3. Promote MYB through NGOs and other partners	

San Francisco

All-Hazard Strategic Plan Update

STRATEGIC GOAL #4

Improve community disaster preparedness and response capabilities.

OBJECTIVES, METRICS AND PROJECTS

Objective 4.5

Build effective partnerships to support outreach and preparedness efforts

- Use on-line tools to improve information sharing
- Increase Citizen Corps Council participation by private sector and City Departments

Existing Projects	Status
1. SF Citizen Corps Council website	1. Ongoing
2. Coordination with Statewide Citizen Corps Council	2. Ongoing
3. Incorporate the Neighborhood Empowerment Network into the community outreach strategy	3. Ongoing
New Projects	Status
1.	
2.	
3.	



STRATEGIC GOAL #4

Improve community disaster preparedness and response capabilities.

OBJECTIVES, METRICS AND PROJECTS	
Objective 4.6	
Support the resiliency of all educational institutions in San Francisco.	
Metrics	
 Complete the San Francisco Unified School District (SFUSD) Emergency Operations Plan (EOP) Provide a Site Template Plan to all San Francisco schools Provide Personal Preparedness to all San Francisco schools 	 Conduct tabletop exercises (TTX) with all levels of schools Include schools, universities, and the private sector in disaster preparedness activities and emergency management Engage Independent Schools in the emergency plans of the City
Existing Projects	Status
 Creation of Higher Education Council to collaborate and coordinate all emergency management and preparedness projects Conduct American Red Cross (ARC)-sponsored Minute Preparedness in the SFUSD High Schools Student Emergency Response Volunteer Program Develop the SFUSD EOP Develop SFUSD school site EOP template New Projects	 Monthly meetings are ongoing Completed Initial course design was proposed by DEM to the District and School Board, however its development is currently on hiatus EOP reviewed and completed September 2009 School Site Template reviewed and completed September 2009 Status
1. Convert SFUSD School Site EOP Template to be used by Independent	1. In progress
schools in the Region 2. Develop a functional exercise for SFUSD 3. Hold a tabletop exercise with the University Council	2. To be scheduled3. To be scheduled



STRATEGIC GOAL #5

Secure the City leadership's commitment and adequate, sustainable funding for emergency management and homeland security capabilities and define the DEM/DES role.

OBJECTIVES, METRICS AND PROJECTS

Objective 5.1

Clarify emergency management roles and responsibilities for the Disaster Council, DEM, City agencies, and regional partners.

Metrics

- Clarify the administrative processes of the Disaster Council to ensure that it operates as an efficient body to provide policy oversight and guidance.
- Amend administrative code to more accurately reflect roles of DEM and City departments, if required.
- Convene a private sector integration workgroup and incorporate private sector organizations and assets into City emergency response plans.

Existing Projects	Status
 Track executive directives related to emergency management and provide regular updates Private Sector Workgroup Development 	 Ongoing Initial planning group met in July 2009. Expanding to full workgroup in FY09-10
New Projects	Status
1. Amend administrative code	1. Governance project to review disaster policies

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San Francisco

All-Hazard Strategic Plan Update

STRATEGIC GOAL #5

Secure the City leadership's commitment and adequate, sustainable funding for emergency management and homeland security capabilities and define the DEM/DES role.

OBJECTIVES, METRICS AND PROJECTS

Objective 5.2

Assign staff with appropriate qualifications to serve as liaisons for emergency preparedness and response activities. Assess whether current staff resources are adequate to support their assigned roles.

Metrics

- Departments designate personnel to serve as emergency preparedness and response liaison(s) to speak on behalf of their organization.
- Complete an assessment of whether key departments have appropriate resources for their emergency preparedness and response roles.

Existing Projects	Status
1. Collaborate through Disaster Preparedness Coordinators (DPC)	1. Meetings are ongoing and held every other month.
2. Complete succession planning within Concept of Operations (COOPs)	
New Projects	Status
1. Complete an assessment of the DPC program	
2. Complete a survey of personnel responsible for disaster related projects	

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San Francisco

All-Hazard Strategic Plan Update

STRATEGIC GOAL #5

Secure the City leadership's commitment and adequate, sustainable funding for emergency management and homeland security capabilities and define the DEM/DES role.

OBJECTIVES, METRICS AND PROJECTS

Objective 5.3

Provide adequate budgetary support to sustain State Homeland Security Grant Program initiatives. Include a long-term strategy for maintenance and sustainment of grant-funded activities in all grant requests.

- All emergency management and homeland security grant program requests include a long-term strategy for maintaining and sustaining the initiative.
- City leadership approves appropriate budget allocations to sustain State Homeland Security Grant Program initiatives.

Existing Projects	Status
1. Develop a process for departments to request grant funding.	1. Completed
NI. Desired	State a
New Projects	Status
1. Develop maintenance and sustainment policies for equipment purchased with grant funding	
2. Complete a survey for the equipment currently requiring maintenance/sustainment funding	



STRATEGIC GOAL #6

Build the City's threat gathering and analysis capabilities.

OBJECTIVES, METRICS AND PROJECTS

Objective 6.1

Based on available funding and identified risks, City departments will identify and purchase interoperable communication technologies and equipment necessary to enhance threat-gathering and information-sharing efforts.

- Identify and purchase interoperable communication technologies and equipment.
- Commit to continual identification, justification, and purchasing of interoperable communication technologies and equipment to enhance threat gathering and information sharing efforts.

Existing Projects	Status
1. Purchasing of laptops & air cards for police Terrorism Liaison Officers (TLOs)	1. 19 of 38 TLO's have laptops
2. Have all TLO's with Law Enforcement Online (LEO) accounts	2. 50% complete, with a completion date of August 2009
3. Utilization of Roam Secure Alert Network	3. Ongoing
NI D	
New Projects	Status
1. CCSF Alert TLO group	1. Group has been created; contact information is currently being entered.
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1. CCSF Alert TLO group	1. Group has been created; contact information is currently being entered.



STRATEGIC GOAL #6

Build the City's threat gathering and analysis capabilities.

OBJECTIVES, METRICS AND PROJECTS

Objective 6.2

Implement the Terrorism Liaison Officer (TLO) program by assigning staff, supporting ongoing training opportunities, and developing procedures for reviewing and disseminating threat information.

- Assign, equip, and train two TLOs per Police Department station.
- TLOs participate in ongoing routine awareness training and funding is provided to support training opportunities.
- Develop procedures for reviewing and disseminating threat information sent from Police Department TLOs.
- Train 100% of TLOs on procedures, roles, and responsibilities.

Existing Projects	Status
1. TLO implementation at each Police Department station	1. Completed, with high traffic stations having three or four TLO's
2. Monthly TLO meetings/trainings	2. Ongoing
New Projects	Status
1.	
2.	
3.	
4.	



STRATEGIC GOAL #6

Build the City's threat gathering and analysis capabilities.

OBJECTIVES, METRICS AND PROJECTS

hours duty officer number

Objective 6.3

Develop policies and procedures for gathering, review, and dissemination of threat information between City, regional, State, and Federal organizations and the private sector; identify a system for public reporting of suspicious behavior; collectively identify security clearance requirements and procedures for sharing threat information; and obtain appropriate security clearances.

Metrics

- Develop policies and procedures for the gathering, review, and dissemination of threat information between City, regional, State, and Federal organizations and the private sector.
- Collaborate with State and Federal agencies to identify a system for the public to report suspicious activities and develop corresponding response plans.
- Identify security clearance requirements and develop procedures to allow timely and efficient dissemination of threat information.
- Apply and receive appropriate clearance for receiving threat information.

Existing Projects	Status
1. E-Gaurdian – Multi agency Suspicious Activity Report Database	1. Developing policies and procedures to implement within San
2. TLO Working Group for non Law Enforcement City agencies	Francisco Police Department (SFPD)
3. Development of Northern California Regional Intelligence Center (NCRIC)	2. Meeting on a regular basis
SOPs and Concept of Operations Plan	3. In Review
4. NCRIS Suspicious Activity reporting through www.NCRIC.org and 24-	

1 Completed

is all of the control	4. Completed
New Projects	Status
1. SAR Train the Trainer program for TLO workgroup	Beginning to work with NCRIC and city agencies to develop basic program for boots on the ground employees
2. Develop non-disclosure agreement for city department heads and mayor's	
office for timely and efficient dissemination of threat information as needed	2. NCRIC has started
3. Develop E-Guardian protocols	3. To be scheduled



STRATEGIC GOAL #6

Build the City's threat gathering and analysis capabilities.

OBJECTIVES, METRICS AND PROJECTS

Objective 6.4

Provide training to TLOs, law enforcement and public safety personnel, and critical infrastructure and key resource (CIKR) owners and operators on recognizing and reporting criminal and/or terrorist indicators, and on conducting surveillance.

- Train TLOs, law enforcement, and public safety personnel on how to recognize criminal and/or terrorism indicators and warnings and conduct critical infrastructure (CI) surveillance.
- Provide training to critical infrastructure and key resource (CIKR) owners and operators on how to recognize and report criminal and/or terrorist indicators and conduct surveillance.

Existing Projects	Status
1. Monthly training for TLO's	1. Ongoing
2. Critical infrastructure protection team assessments	2. Ongoing
3. Private sector outreach by NCRIC's private sector liaison	3. Ongoing
New Projects	Status
1. Coordinating efforts amongst SFPD, Department of Emergency Management (DEM), NCRIC, Private Sector, and City agencies	1. In the process of combining all TLO work amongst the various groups in order to maximize effort.
2. Fusion liaison officers program for non-law enforcement public sector and private sector employees.	2. In development



STRATEGIC GOAL #7

Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) and Weapons of Mass Destruction (WMD) planning, preparedness, response, and decontamination capabilities.

OBJECTIVES, METRICS AND PROJECTS

Objective 7.1

Re-establish Metropolitan Medical Response Systems (MMRS) Steering Committee that will serve as a multi-agency, multi-disciplinary workgroup to assess the City's CBRNE/WMD planning, preparedness, response and decontamination capabilities.

- Develop strategic outlook via the MMRS Steering Committee and develop an MMRS program plan
- Assess and analyze potential grant opportunities via the State Homeland Security Grants Program (SHGP) and other funding streams, to support MMRS Program mission and objectives
- Develop policies and procedures for responding to and from CBRNE/WMD events
 Develop plans to describe CBRNE/WMD response and decontamination roles, responsibilities, and resources

Existing Projects	Status
1.Quarterly meetings	1. Ongoing
2. Program Plan	2. Completed
3. MMRS Website	3. TBD
4. MMRS Logo	4. Completed
New Projects	Status
1. Quarterly meetings	1. Ongoing
2. Program Plan (update and revise, as needed)	2. Ongoing
3. MMRS Website (develop, update and revise, as needed)	3. TBD



STRATEGIC GOAL #7

Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) and Weapons of Mass Destruction (WMD) planning, preparedness, response, and decontamination capabilities.

OBJECTIVES, METRICS AND PROJECTS

Objective 7.2

Re-establish MMRS – Metropolitan Medical Task Force (MMTF) that will serve as an inter-operational workforce responsible for responding to high-risk catastrophic events, and to mitigate the hazards and medical consequences of CBRNE/WMD events.

- Assess equipment gaps and needs
- Identify a command-staff approval process for implementing MMTF
- Provide a training product for department's to deliver to appropriate staff
- Identify MMTF partnerships with other Bay Area MMRS jurisdictions

Existing Projects	Status
1. Develop MMTF Concept of Operations (ConOps)	1. Ongoing
New Projects	Status
1. Develop Field Operations Guide (FOG)	1. Anticipated start date is: September 2009
2. Develop awareness-level training for ConOps and first responder training for FOG	2. Anticipated start date is: November 2009
3. Implement ConOps and FOG training	3. Anticipated start date is: January 2010
4. Develop exercises for FOG / MMTF response	4. Anticipated start date is: January 2010
5. Exercise FOG / MMTF response	5. Golden Guardian, May 2010
6. Identify resource needs	6. Ongoing



STRATEGIC GOAL #7

Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) and Weapons of Mass Destruction (WMD) planning, preparedness, response, and decontamination capabilities.

OBJECTIVES, METRICS AND PROJECTS

Objective 7.3

Create a resource catalog of the City's and the region's CBRNE/WMD/Hazardous Materials resources, including accessible State and Federal assets.

- Establish a stakeholder workgroup and conduct meetings for gathering and assessing information
- Utilize the citywide resource catalog format
- Work with General Services Agency (GSA) and Department of Emergency Management (DEM) Logistics to pre-identify any resources, already pre-identified in the citywide resource directory

Existing Projects	Status
San Francisco Bay Area CBRNE Assessment – Bay Area Urban Area Security Initiative (UASI)	1. Completed
New Projects	Status
1. Develop resource inventory catalog	TBD
2. Develop Standard Operating Procedure (SOP) on how to access resources	TBD
3. Establish Memorandums of Understanding (MOUs) – as needed	TBD



STRATEGIC GOAL #8

Develop and implement a comprehensive critical infrastructure protection program which includes the city's critical assets.

OBJECTIVES, METRICS AND PROJECTS

Objective 8.1

Train and exercise City personnel and Critical Infrastructure and Key Resources (CIKR) owners and operators to improve their organizations' abilities to protect against, prevent, respond to, recover from, and mitigate potential and actual threats to CIKR.

Metrics

- Provide basic in-house training on ACAMS to all Terrorism Liaison Officers (TLOs).
- Integrate private sector into CIKR program.
- Conduct an exercise with a CIKR component.

Existing Projects	Status
1. ACAMS Trainings	1. Available as needed through NCRIC
2. Private sector outreach to CIKR owners and operators	2. Ongoing through NCRIC
New Projects	Status
1.	
2.	

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STRATEGIC GOAL #8

Develop and implement a comprehensive critical infrastructure protection program which includes the city's critical assets.

OBJECTIVES, METRICS AND PROJECTS	
Objective 8.2	
Assess and implement protective measures for the City's high-profile CIKR.	
Metrics	
 Create a workgroup to identify and address critical infrastructure protection (CIP) issues. The workgroup includes CIKR owners and operators and community groups. 	 Create a CIP plan to examine interdependencies between CIs, identify preventative measures, and establish response procedures (including priority for restoration of services).
 Identify and implement a mechanism and procedure to obtain building video feeds for the high profile BZPP sites. 	 Identify and prioritize additional high-profile, high-priority, City-owned sites, buildings, facilities, and infrastructure to include in ACAMS.
 Identify essential information, technology, infrastructure, and redundancies necessary to maintain a COOP and COG plan. 	
Existing Projects	Status
1. 2. 3. 4.	
New Projects	Status
1. Identify critical assets for the city.	



San Francisco

All-Hazard Strategic Plan Update

STRATEGIC GOAL #9

Ensure consistent use of the National Incident Management System and the Incident Command System.

OBJECTIVES, METRICS AND PROJECTS

Objective 9.1 (moved to Goal #2, Objective #2.4)

Train all department representatives in the appropriate level of NIMS and the ICS. Develop department operations orders based on NIMS and ICS compliance.

- Departments renew their commitment to implementing NIMS and Standardized Emergency Management System (SEMS).
- Develop departmental NIMS/SEMS compliance and documentation plans to outline strategies and procedures for measurable compliance with State and Federal guidance.

Existing Projects	Status
1.	
2.	
New Projects	Status
1.	
2.	
3.	
4.	



STRATEGIC GOAL #9

Ensure consistent use of the National Incident Management System and the Incident Command System.

OBJECTIVES, METRICS AND PROJECTS

Objective 9.1

Implementation of an Emergency Management Credentialing Program for all Emergency Operations Center (EOC) personnel.

- Citywide compliance with Homeland Security Presidential Directive-5 (HSPD-5) "Management of Domestic Incidents," and HSPD-8 "National Preparedness"
- Citywide compliance with CCSF Executive Directive 07-10 "Emergency Preparedness Planning and Coordination"
- All personnel working in the EOC have verifiable training and experience to perform their designated assignments

Existing Projects	Status
1. NIMSCAST Annual Training Survey	1. Completed annually; current deadline August 30, 2010
2. Enhance capability of PeopleSoft to record/report training	2. Ongoing
New Projects	Status
1. Develop qualifications for EOC positions	1. Planning stages
2. Develop and launch credentialing program	2. Planning stages



STRATEGIC GOAL #9

Ensure consistent use of the National Incident Management System and the Incident Command System.

OBJECTIVES, METRICS AND PROJECTS

Objective 9.2

All departments will use ICS and NIMS for all events and incidents.

- All response personnel from all agencies have received appropriate training
- All City Events are planned and conducted by a Unified Command and produce one IAP
- After Action Reports compiled after each major event. Improvement items input into the Master Improvement Plan (MIP)

Existing Projects	Status
1. Master Improvement Plan (MIP) developed to track progress identified in After Action Reports.	1. SOPs for MIP in development; quarterly updates will be given at the Disaster Preparedness Coordinators meetings.
New Projects	Status
1. Develop a multi-agency special event planning team	1. Planning stages



STRATEGIC GOAL #10

Improve the Functional and Operational Capabilities of Department Operating Centers.

OBJECTIVES, METRICS AND PROJECTS

Objective 10.1

Develop equipment and infrastructure standards for DOCs.

- Form a workgroup, including representatives from all agencies with DOCs, to identify and address DOCs issues.
- Departments identify the requirements (physical, spatial, equipment, and supplies) for their DOC.
- Review building code requirements set by the State and analyze what is appropriate for DOCs.
- Identify potential back-up DOCs and develop a procedure to identify who has the authority and responsibility to assign DOC space based on City priorities.
- Identify priority criteria and a strategy for ensuring that all DOCs meet minimum requirements and are sufficiently equipped.

Existing Projects	Status
 Develop equipment and infrastructure standards for DOCs Each milestone listed above has been completed 	 Completed in the Fall/Winter of 2008/2009 The responsibility to assign DOC space has been left with each Department.
New Projects	Status
1.	
2.	
3.	



STRATEGIC GOAL #10

Improve the Functional and Operational Capabilities of Department Operating Centers.

OBJECTIVES, METRICS AND PROJECTS

Objective 10.2

Identify gaps between current capabilities and the standard.

- Assess each DOC for compliance with recommended building code requirements, physical equipment, and supply needs.
- Analyze each DOC requirement and needs assessment.

Existing Projects	Status
1. Gaps have been identified in physical DOC building locations	1. Completed
2. Gaps have been identified with the administrative functional capability of each DOC	2. Completed
3. Gaps have been identified in regards to physical equipment and supply needs	3. Prior to December 31, 2008 Departments were meeting their needs by ordering equipment and supplies, and sharing amongst departments
New Projects	Status
1. Complete an assessment of gaps identified in DOCs.	1. DOC workgroup is continuing to meet and work is in progress.
2. Based on assessment, make recommendations for DOC physical enhancements or relocation.	
3. Based on assessment, standardize forms and procedures.	



STRATEGIC GOAL #10

Improve the Functional and Operational Capabilities of Department Operating Centers.

OBJECTIVES, METRICS AND PROJECTS

Objective 10.3

Base funding requests on reaching the standard.

- Evaluate the DOCs and identify the amount and potential sources of funding needed to renovate or create a DOC.
- Implement changes to the DOCs that are possible without major appropriations in funding.
- Develop a plan and schedule for capital funding requests for retrofitting DOCs.
- Submit budget requests for identified DOC changes, including capital budget requests.

Existing Projects	Status
 Changes are in progress at DOC's that don't require a major funding Budget requests were submitted by different Departments for this fiscal year and were rejected due to fiscal crisis in the City and State 	1. Recommendations for DOC's in seismically unsafe buildings are projected to be completed by the Fall of 2009
New Projects	Status
 Include DOC that need seismic upgrades in the city's Capital Plan Where appropriate matching funds are available, apply for hazard mitigation grants to fund DOC upgrades Develop a plan for meeting generator needs in DOCs. 	



STRATEGIC GOAL #11

Identify and formalize a resource logistics and distribution strategy.

OBJECTIVES, METRICS AND PROJECTS

Objective 11.1

Research, analyze, develop, and implement a strategy to meet the City's resource management requirements (including resource typing and tracking needs).

- Research and develop a strategy for resource typing and tracking.
- Define and assess the resource management requirements and processes described in NIMS and SEMS, including protocols for cost accounting and reimbursement.
- Research and evaluate best practices for resource typing within City departments, Bay Area UASI, and State and Federal organizations.
- Implement the identified strategy for resource typing and tracking.
- Include and communicate with the private sector in emergency resource planning efforts as appropriate.

Existing Projects	Status
1. The Resource Directory meets NIMS Typing guidelines where applicable	1. CCSF EOC/DOC Resource Directory was distributed in March 2009
2. Completion of Logistics Annex	2. Finalized in May 2009
3. ERPW meets monthly to address citywide resource issues	
4. Prepare an annual report of the resource management program as required in Executive Directive 07-10	4. Ongoing
New Projects	Status
1. Expand the resource tracking process to track resource from request through demobilization.	
2. Develop a regular inventory program that is grant compliant.	
3.	



STRATEGIC GOAL #11

Identify and formalize a resource logistics and distribution strategy.

OBJECTIVES, METRICS AND PROJECTS

Objective 11.2

Identify equipment, supplies, and facilities needed during a response, and develop a plan for maintaining, storing, and staging these resources.

- Create a list of capability-based equipment and supplies needed during an emergency, including what is available within the City and what is needed.
- Identify a plan for maintaining and storing equipment obtained under homeland security grant funds.
- Identify logistical staging areas inside and outside of the City.

Existing Projects	Status
1. The Resource Directory is updated quarterly and some departments have submitted their equipment, supplies and facilities needed during a response.	1. CCSF EOC/DOC Resource Directory was distributed in March 2009
2. Assessed department for their plan for maintenance of equipment and supplies3. Development of a list of staging areas.	2. Information captured in the city's resource directory 3. Developed by ERPW; final authority needs to be given by a designated entity for approval of staging areas (resource staging area, base camps, donations management)
4. Complete a gap analysis of the city's warehouse and storage needs	Distributed to departments for completion in June, 2009
New Projects	Status
 Based on gap analysis, determine how to meet warehouse/storage needs. 3. 	



STRATEGIC GOAL #11

Identify and formalize a resource logistics and distribution strategy.

OBJECTIVES, METRICS AND PROJECTS

Objective 11.3

Train and exercise the resource management system, in particular the resource typing and tracking system.

- Train City departments on how to use the resource typing and tracking system.
- Validate the resource typing and tracking system in an exercise and update the system to reflect lessons learned.

Existing Projects	Status
1. ICS 100, 200, 300, 400, 700, and 800 touch on NIMS Resource Typing	1. Ongoing
2. Continue training of the Logistics Annex and resource request process	2. Ongoing
3. Resource directory training	3. Ongoing
4.	
New Projects	Status
1. Develop resource typing and tracking training specific for CCSF	
2. Include resource typing and tracking as a future exercise objective.	
3.	



STRATEGIC GOAL #12

Coordinate and participate in regional efforts to effectively utilize volunteers.

OBJECTIVES, METRICS AND PROJECTS

Objective 12.1

Develop plan to recruit, credential, and deploy volunteers. Include "just in time" training with hazard-specific plans when applicable.

- Develop procedures to credential volunteers.
- Develop training on volunteer management procedures and provide training to all staff involved in volunteer management.
- Develop volunteer deployment procedures, including how to address the issue of criminal background checks for pre-registered and spontaneous volunteers.

Existing Projects	Status
1. Department of Emergency Management (DEM) Volunteer Corps concept	1. In progress
2. Emergency Volunteer Center (EVC) Plan	2. Working Draft completed; needs to be incorporated into San Francisco Emergency Response Plan (ERP)
3. Develop Area Contingency Plan (ACP)Volunteer Plan	3. Draft Non-Oiled Wildlife Volunteer Plan completed;
	Workshop held in Marin September 2009 and San Francisco January 2010
	Plan to be incorporated into ACP and submitted for consideration by
4. Work with Bay Area UASI to ensure local plans align with regional plans	Regional Contingency Plan Committee February 2010
New Projects	Status
1. Standard Operating Procedures (SOPs) for DEM's use of volunteers in a disaster	1. TBD
Develop appropriate written agreements to support volunteer management	2. Need written agreement with 311 describing role in volunteer management; Public Health and Red Cross confirming role in EVC
3. Online volunteer registration procedures, using HelpBayArea.org	

San Francisco

All-Hazard Strategic Plan Update

STRATEGIC GOAL #12

Coordinate and participate in regional efforts to effectively utilize volunteers.

OBJECTIVES, METRICS AND PROJECTS

Objective 12.2

Capture and document skill sets of pre-identified volunteers.

- Identify volunteer groups and include their role and capabilities in the City's ERP.
- Build cadre of volunteers for DEM Volunteer Corps program
- Develop mechanism for documenting pre-affiliated disaster volunteers
- Full integration of HelpBayArea.org into the City's emergency management program

Existing Projects	Status
1. State's Disaster Corps Program	1. Waiting for State's roll-out of program
New Projects	Status
1. Develop plan for use of HelpBayArea.org	



San Francisco

All-Hazard Strategic Plan Update

STRATEGIC GOAL #12

Coordinate and participate in regional efforts to effectively utilize volunteers.

OBJECTIVES, METRICS AND PROJECTS

Objective 12.3

Conduct increasingly challenging exercises that include use of volunteers to test the volunteer management plan.

Metrics

Develop a program to exercise volunteer plans

Existing Projects	Status
1.	
2.	
3.	
New Projects	Status
1. Conduct a tabletop exercise to test the volunteer management plan and update the plan to reflect lessons learned.	
2. Conduct a full-scale exercise focused on volunteer management, to include DHR and appropriate NGOs.	
3. Conduct a tabletop exercise to test aspects of the Area Contingency Plan Non-Oiled Wildlife Volunteer Plan	



STRATEGIC GOAL #13

Coordinate and participate in regional efforts to effectively manage donations.

OBJECTIVES, METRICS AND PROJECTS

Objective 13.1

Link the plan for managing donations to the current Logistics process.

- Maintain a donations management workgroup to support donations management planning
- Coordinate donations planning efforts with logistics planning efforts
- Research and identify an appropriate donations management database system.
- Established system in place to connect donated goods with disaster needs

Existing Projects	Status
1. Finalize, maintain and update Donations Management Plan	1. Working with the Donations Management Workgroup to update the plan
2. Develop a donations management database to track and deploy donated items (includes coordination with Cal EMA on use of the national webbased Donations Management Network – aka AidMatrix)	2. Beginning the process to identify local recipient organizations (primarily NGOs) to list on the database to receive donations
3. Identify local Donation Distribution Sites within each Emergency Response District	3. Preliminary list of donations distribution sites being developed
New Projects	Status
1. Develop agreements with lead and supporting organizations, as well as agreements with distribution sites	Draft of agreement with Adventist Community Services to run Donations Management Staging Area
2. Identify site for Donations Management Staging Area	2. Currently looking at Academy of Art sites
3. Identify the types of donated goods to request, based upon the	3. Preliminary list being developed
anticipated resource needs for those incidents that will trigger donations	4. To be planned
4. Include donations management elements in all appropriate exercises	5. Bay Area UASI workgroup scheduled for 2010
5. Coordinate local donations management planning with regional plans	



STRATEGIC GOAL #13

Coordinate and participate in regional efforts to effectively manage donations.

OBJECTIVES, METRICS AND PROJECTS

Objective 13.2

Develop policies and protocols for managing cash donations.

- Coordination is established with voluntary organizations accepting cash donations
- Plans for appropriate documentation from all cash/monetary donations are established
- System is in place to refer cash donations to appropriate voluntary organizations
- Cash donations are used appropriately towards response and recovery activities
- Plan for managing cash donations is folded into the overall Donations Management Plan

Existing Projects	Status
Initial conversation with the Controller's Office to identify some of the planning issues with cash donations	1. Needs further follow-up and development (see below)
New Projects	Status
 Work with the Controller's Office to establish a policy for how the City will manage cash donations Bring together stakeholders to establish protocols for managing cash donations 	 Need to develop a set of options for managing cash donations and get Controller's Office to identify preferred strategy Need to work with Controller's Office on who should be at the stakeholder table



STRATEGIC GOAL #13

Coordinate and participate in regional efforts to effectively manage donations.

OBJECTIVES, METRICS AND PROJECTS

Objective 13.3

Develop a donations communication outreach strategy

- System is in place to handle pubic inquiries about donations following a large incident
- Public is made aware of how to donate cash and material goods

Existing Projects	Status
New Projects	Status
 Work with 2-1-1 and 3-1-1 to develop suitable roles and expectations for supporting a donations management call center Coordinate with the California Emergency Management Agency (CalEMA) on protocols for establishing regional call centers Develop pre-scripted PSAs for donations management use, based on 	 Initial conversations held with both 211 and 311 about possible roles Further follow-up with CalEMA needed (point of contact at CalEMA established) Needs development
specific scenarios or incidents	or I teeds de telephiene



STRATEGIC GOAL #14

Improve CBRNE and WMD/hazardous materials response and decontamination capabilities.

THESE ACTIVITIES WILL BE ACCOMPLISHED UNDER STRATEGIC GOAL #7.

OBJECTIVES, METRICS AND PROJECTS

Objective 14.1

Conduct assessments of the City's and the region's CBRNE/WMD/HazMat response and decontamination resources and capabilities, including accessible State and Federal assets.

- Assess CBRNE/WMD/HazMat response resources and capabilities and develop a citywide assessment from individual assessments of City departments.
- * Assess decontamination resources and capabilities and develop a citywide assessment from individual assessments of City departments.
- * Develop protocols for evidence collection and chain of custody from CBRNE events.
- * Identify CBRNE response and decontamination resources and capabilities in neighboring regions, including State and Federal assets.
- * Develop and update procedures on requesting resources from regional, State, and Federal partners and the private sector.
- Develop plans, procedures, and decision-making processes for situations where the need for on-scene medical intervention exceeds treatment capabilities.

Existing Projects	Status
1.	
2.	
3.	
4.	
New Projects	Status
1.	
2.	
3.	
4.	





STRATEGIC GOAL #14

Improve CBRNE and WMD/hazardous materials response and decontamination capabilities.

THESE ACTIVITIES WILL BE ACCOMPLISHED UNDER STRATEGIC GOAL #7.

OBJECTIVES, METRICS AND PROJECTS

Objective 14.2

Test the CBRNE/WMD/HazMat response and decontamination resources and capabilities through exercises, specifically the ability to provide pre-hospital care at the incident and ability to decontaminate the deceased.

- Conduct an informal assessment to determine the City's capacity to provide antidotes or pre-hospital health care at the incident site.
- Assess technical mass decontamination capabilities, including the ability to decontaminate the deceased.
- Conduct a formal assessment, such as a time-motion study or exercise, to determine the City's capacity to provide antidotes or pre-hospital health care at the incident-site.
- Conduct exercises to test technical mass decontamination capabilities.

Existing Projects	Status
1.	
2.	
3.	
4.	
New Projects	Status
1.	
2.	
3.	
4.	



STRATEGIC GOAL #15

Work with regional groups to develop evacuation and/or shelter-in-place plans and procedures.

OBJECTIVES, METRICS AND PROJECTS

Objective 15.1

Develop a local evacuation and shelter-in-place plan

- Plans are in place for the evacuation of neighborhoods
- Procedures for activating shelter-in-place directives are in place
- Populations that may need assistance with evacuation/shelter-in-place have been identified
- Processes for identifying and addressing the different types of assistance needed (e.g., physical movement, transportation assistance, language translation, etc.) are in place

Existing Projects	Status
New Projects	Status
 Using the nine Emergency response Districts (ERDs) as a starting point, define the City's evacuation zones by further identifying the neighborhoods or geographic clusters that constitute each of the 9 ERDs. Create a demographic profile for each of the 9 ERDs and the identified subdivisions therein (i.e., information about the population that will require evacuation) Based on the demographics or needs of the various evacuation zones, identify the resources required to execute an evacuation for each zone 	 To be developed To be developed To be developed
4. Establish shelter-in-place protocols	4. To be developed (based on current messaging)



STRATEGIC GOAL #15

Work with regional groups to develop evacuation and/or shelter-in-place plans and procedures.

OBJECTIVES, METRICS AND PROJECTS

Objective 15.2

Identify collection points (also known as safe zones, evacuation staging areas, or reception points) within each of the 9 ERDs

- Collection points are established throughout the City
- Plans are in place for identifying and collecting individuals who do not go to collection points
- Evacuation routes and traffic flow and control measures are in place
- Arrangements with agencies to be involved in evacuations and sheltering are in place

Existing Projects	Status
New Projects	Status
Develop collection points in coordination with the ERPW based on the Emergency Site Spreadsheet	1. To be developed
2. Establish agreements, as needed, for use of those properties identified as collection points	2. To be developed
3. Based on the collection point location, determine final transfer or destination points for evacuees (i.e., the location of nearby evacuation shelters)	3. Existing shelter database to be utilized for determination of local evacuation sites
4. Determine the primary evacuation routes to take to reach both collection points and final evacuation sites	4. To be developed



STRATEGIC GOAL #15

Work with regional groups to develop evacuation and/or shelter-in-place plans and procedures.

OBJECTIVES, METRICS AND PROJECTS

Objective 15.3

Develop plans for the re-entry of evacuees and their return home again.

- Plans to address re-entry of the general population are in place
- The logistical needs for re-entry of the general population are identified

Existing Projects	Status
New Projects	Status
1. Develop protocols for how the determinations is made that the evacuated area is safe for re-entry	1. To be confirmed
2. Identify the resource and transportation support requirements to aid evacuees in their re-entry	2. To be developed



STRATEGIC GOAL #15

Work with regional groups to develop evacuation and/or shelter-in-place plans and procedures.

OBJECTIVES, METRICS AND PROJECTS

Objective 15.4

Develop emergency alert and notification procedures

- Adopt protocols to coordinate use of existing notification systems to instruct the public on proper protective action measures, such as shelter-in-place and evacuation
- Evacuation and shelter-in-place plans address the development and dissemination of accurate, timely, accessible information to public, media, support agencies

Existing Projects	Status
New Projects	Status
1. Establish notification plans for communicating evacuation or shelter-in- place instructions to residents, including notification that shelter in place has been lifted, or that it is safe for evacuees to return	1. To be refined using current alert and notification systems
2. Develop pre-scripted PSAs to provide to the media concerning evacuation and shelter-in-place orders	2. To be developed



STRATEGIC GOAL #15

Work with regional groups to develop evacuation and/or shelter-in-place plans and procedures.

OBJECTIVES, METRICS AND PROJECTS

Objective 15.5

Coordinate local evacuation planning efforts with regional planning efforts

Metrics

• Create a regional working group to identify and address regional evacuation and shelter-in-place issues, including evacuation resistance and special needs populations

Existing Projects	Status
Participate within the Bay Area UASI Regional Mass Evacuation & Transportation Planning Workgroup	Participation among San Francisco stakeholders is ongoing
New Projects	Status
1. Test elements of the plan during regional exercises	1. To be planned



STRATEGIC GOAL #15

Work with regional groups to develop evacuation and/or shelter-in-place plans and procedures.

OBJECTIVES, METRICS AND PROJECTS

Objective 15.6

Establish a specific plan for financial district workers to support sheltering in place, or to support an evacuation out of the City and return home

Metrics

• Plans are in place that support the evacuation of high-rise buildings, or shelter-in-place directives for high-rise buildings

Existing Projects	Status
1. Ensure preparedness messages provide financial district workers with instructions for maintaining 72-hours of food & water supplies at work	Oct. 15 Shake Out messaging to the business sector will include shelter-in-place recommendations
New Projects	Status
1. Determine most effective means for communicating evacuation or shelter in place notifications or updates to workers	1. To be developed
2. Develop plans and procedures to get resources in place to support workers to shelter in place, especially for an event that goes beyond 48 to 72 hours	2. To be developed
3. Identify transportation resources (by road, water and rail) for moving financial district workers out of the City and develop agreements as appropriate	3. To be developed
4. Identify priority routes for moving financial district workers out of the City	4. To be developed



STRATEGIC GOAL #16

Strengthen joint information center and emergency public information and warning capabilities.

OBJECTIVES, METRICS AND PROJECTS

Objective 16.1

Develop procedures and protocols for communicating and disseminating emergency public information.

Existing Projects	Status
1. Maintain Emergency Support Function #15 Annex.	1. Ongoing
2. Manage Joint Information Center (JIC)/Joint Information System (JIS) efforts.	2. Ongoing
3. Integrate JIC/PIO training into overall training and exercise strategy for San Francisco.4. Integrate social media into public information protocols.	3. Ongoing 4. Ongoing
in integrace social inedia into public information protocols.	
New Projects	Status
1. Develop/revise message templates for various types of emergencies.	1. Begin FY 09-10



STRATEGIC GOAL #16

Strengthen joint information center and emergency public information and warning capabilities.

3. Develop/update plans and protocols for the use of notification systems.

OBJECTIVES, METRICS AND PROJECTS	
Objective 16.2	
Develop plans/protocols for the use of various types of notification systems.	
Metrics	
Engage public in various messaging systems.	
Existing Projects	Status
1.	
2.	
3.	
4.	
New Projects	Status
1. Conduct an assessment of emergency notification systems currently in use	
in CCSF. The assessment should include recommendations for enhancements to existing systems and/or the procurement of new	
systems.	
2. Develop outreach plans to educate the public about existing notification	
systems.	



STRATEGIC GOAL #17

Enhance public health, healthcare, and medical examiner readiness.

OBJECTIVES, METRICS AND PROJECTS

Objective 17.1

Identify appropriate facilities and support for receipt, staging, storage (RSS), and distribution of Strategic National Stockpile (SNS) resources.

Metrics

- Identify up to three physical sites capable of serving as an official RSS site to receive and distribute the SNS.
- Coordinate the development of plans and playbooks associated with each specific site that delineate site layout, site operations, inventory management, site security, and transportation of materiel.
- Identify distribution depots throughout the City for dispensing the local cache to emergency responder agencies.
- Ensure that plans are in place for City Hall and the Hall of Justice to serve as PODs for agencies and departments staffed in and around the buildings.
- Solidify a long-term agreement with Central Shops to perform annual routine maintenance on POD trailers.
- Visit each RSS site and identify plans for relevant updates and/or changes as a part of the annual review process.
- Identify sites throughout the City to serve as storage and maintenance sites for Point of Dispensing (POD) trailers.

- Develop job assignment protocols and algorithms as backup to electronic CORES system for all relevant positions in PODs.
- Develop the POD Site Activation Team (PODSAT) playbook, containing information on PODSAT setup, operations, and takedown.
- Develop a training curriculum and plan for all POD staff, place all training materials on website, and conduct train-the-trainer courses.
- Develop PODSAT deployment protocols and transportation plans for transporting staff to PODs.
- Continue to add prospective POD sites, assessing them for operational use and security plans, to ensure equal distribution of PODs throughout the City and local neighborhoods.
- Revisit all identified POD sites (primary and backup sites) as a part of an annual process to ensure plans and information remain relevant.

Existing Projects

- 1. Identify sites capable of serving as an official RSS site / receive and distribute SNS.
- 2. Identify storage and maintenance sites for POD trailers.
- 3. Update inventory management system; update floor plans to include 3-D layout and setup instructions.
- Create job assignment protocol with emphasis on key core positions in PODs, the SAT Site and the RSS Warehouse.
- 5. Work with MMRS group to establish distribution depot locations
- 6. Develop PODSAT playbook

Status

- 1. Complete
- 2. Complete Trailers currently at Housing Authority
- 3. In progress estimated completion August 2011
- 4. In progress estimated completion September 2010
- 5. In progress estimated completion August 2010
- 6. In progress estimated completion August 2010



STRATEGIC GOAL #17

Enhance public health, healthcare, and medical examiner readiness.

OBJECTIVES, METRICS AND PROJECTS

Objective 17.1

Identify appropriate facilities and support for receipt, staging, storage (RSS), and distribution of Strategic National Stockpile (SNS) resources.

- Identify up to three physical sites capable of serving as an official RSS site to receive and distribute the SNS.
- Coordinate the development of plans and playbooks associated with each specific site that delineate site layout, site operations, inventory management, site security, and transportation of materiel.
- Identify distribution depots throughout the City for dispensing the local cache to emergency responder agencies.
- Ensure that plans are in place for City Hall and the Hall of Justice to serve as PODs for agencies and departments staffed in and around the buildings.
- Solidify a long-term agreement with Central Shops to perform annual routine maintenance on POD trailers.
- Visit each RSS site and identify plans for relevant updates and/or changes as a part of the annual review process.
- Identify sites throughout the City to serve as storage and maintenance sites for Point of Dispensing (POD) trailers.

- Develop job assignment protocols and algorithms as backup to electronic CORES system for all relevant positions in PODs.
- Develop the POD Site Activation Team (PODSAT) playbook, containing information on PODSAT setup, operations, and takedown.
- Develop a training curriculum and plan for all POD staff, place all training materials on website, and conduct train-the-trainer courses.
- Develop PODSAT deployment protocols and transportation plans for transporting staff to PODs.
- Continue to add prospective POD sites, assessing them for operational use and security plans, to ensure equal distribution of PODs throughout the City and local neighborhoods.
- Revisit all identified POD sites (primary and backup sites) as a part of an annual process to ensure plans and information remain relevant.

Existing Projects	Status
7. Revisit identified POD sites annually	7. In progress. Also will develop security plans and 3-D layout for sites. Estimated completion December 2010
8. Perform annual routine maintenance on POD trailers	8. I progress – estimated completion August 2010
9. Develop GetBayAreaMeds.org	9. Complete
10. Develop PODSAT deployment protocols and transportation plans.	10. In progress – estimated completion August 2010
11. Ensure plans are in place for City Hall and Hall of Justice to serve as PODs	11. In progress – estimated completion August 2010
12. Continue to add prospective POD sites	12. Ongoing – estimated completion August 2011
13. Visit each RSS site and identify plans for updates, etc.	13. Ongoing



STRATEGIC GOAL #17

Enhance public health, healthcare, and medical examiner readiness.

OBJECTIVES, METRICS AND PROJECTS

Objective 17.1

Identify appropriate facilities and support for receipt, staging, storage (RSS), and distribution of Strategic National Stockpile (SNS) resources.

- Identify up to three physical sites capable of serving as an official RSS site to receive and distribute the SNS.
- Coordinate the development of plans and playbooks associated with each specific site that delineate site layout, site operations, inventory management, site security, and transportation of materiel.
- Identify distribution depots throughout the City for dispensing the local cache to emergency responder agencies.
- Ensure that plans are in place for City Hall and the Hall of Justice to serve as PODs for agencies and departments staffed in and around the buildings.
- Solidify a long-term agreement with Central Shops to perform annual routine maintenance on POD trailers.
- Visit each RSS site and identify plans for relevant updates and/or changes as a part of the annual review process.
- Identify sites throughout the City to serve as storage and maintenance sites for Point of Dispensing (POD) trailers.

- Develop job assignment protocols and algorithms as backup to electronic CORES system for all relevant positions in PODs.
- Develop the POD Site Activation Team (PODSAT) playbook, containing information on PODSAT setup, operations, and takedown.
- Develop a training curriculum and plan for all POD staff, place all training materials on website, and conduct train-the-trainer courses.
- Develop PODSAT deployment protocols and transportation plans for transporting staff to PODs.
- Continue to add prospective POD sites, assessing them for operational use and security plans, to ensure equal distribution of PODs throughout the City and local neighborhoods.
- Revisit all identified POD sites (primary and backup sites) as a part of an annual process to ensure plans and information remain relevant.

Existing Projects	Status
New Projects	Status
1.	
2.	



STRATEGIC GOAL #17

Enhance public health, healthcare, and medical examiner readiness.

OBJECTIVES, METRICS AND PROJECTS

Objective 17.2

Strengthen ability to implement appropriate drug prophylaxis and vaccination strategies to prevent development of disease in exposed individuals.

- Create and ratify an ordinance that offers indemnity to local businesses dispensing antibiotics under the authority of the Director of Health.
- Identify distribution depots throughout the City for dispensing the local cache to emergency responder agencies.
- Ensure that agency self-dispensing plans have been created and will be updated annually.
- Identify primary and backup staff assignments and training sites for mass prophylaxis activities.
- Continue to register organizations as "push partners" to serve people who are unable to come to a POD (homebound, culturally or linguistically isolated, etc.).
- Create a screening algorithm in electronic format for discerning what antibiotic should be taken by which person depending on their allergies, concomitant drugs, age, and health conditions
- Continue to emphasize the importance of "push" planning to the overall mass prophylaxis plan and revisit all registered "push" partners to ensure their information remains relevant as apart of the annual process. Ensure that risk communication messages and all relevant POD information is posted online—preferably in multiple languages.
- Continue to conduct presentations to hospitals and the business community through the Hospital Council, collaboratives such as SFReady, Bay Area Recovery Coalition (BARC), and the Disaster Council.

	and the Disaster Council.
Existing Projects	Status
1. Create indemnity ordinance	1. In progress – estimated completion June 2010
2. Identify distribution depots	2. In progress – estimated completion October 2010
3. Risk communication messages and POD information posted on sfcdcp.org and DPH Google Board for internal information	3. Complete
4. Develop agency self-dispensing plans	4. In progress – estimated completion December 2011
5. Develop the ClosedPODPartners.org website and host unveiling/marketing event on December 17, 2009 to educate partners.	5. Complete/Ongoing
6. Ensure GetBayAreaMeds.org involves a screening algorithm for discerning antibiotic recommendations.	6. Complete
New Projects	Status
1.	1.



STRATEGIC GOAL #17

Enhance public health, healthcare, and medical examiner readiness.

OBJECTIVES, METRICS AND PROJECTS

Objective 17.3

Develop policies and procedures for management and implementation of isolation and quarantine orders. Ensure the citywide hub plan addresses basic community needs during isolation and quarantine events.

- Finalize the Citywide Hub Plan to clarify public health isolation and quarantine issues, including how food and supplies will be provided to individuals in home isolation and quarantine, how the City will establish and staff facility-based isolation and quarantine, and full staffing of all isolation and quarantine activities.
- Modify current isolation and quarantine public health procedures and protocols to fit into the citywide Hub Plan.
- Develop pre-event and just-in-time trainings for staff who will be involved in isolation and quarantine activities: nurses, health workers, non-clinical facility staff, and security staff.
- Develop security plans and protocols for law enforcement support of public health ordered quarantine orders.
- Provide pre-event training for key public health and security staff who will be involved in isolation and quarantine activities.
- Provide ongoing maintenance and training of plan.

Existing Projects	Status
 Development of isolation and quarantine policies and procedures 3. 4. 	1. The isolation and quarantine plan was used during a measles outbreak in Feb/March 2009. Following an After Action Report the plan was updated in October 2009 as part of the Department of Public Health's Infectious Disease Emergency Response Plan. Complete additional updates by 2011.
New Projects	Status
1.	
2.	
3.	
4.	



STRATEGIC GOAL #17

Enhance public health, healthcare, and medical examiner readiness.

OBJECTIVES, METRICS AND PROJECTS

Objective 17.4

Strengthen and enhance the public health laboratory system diagnostic capabilities for infectious disease threats.

- Purchase gene sequencer to improve laboratory capability to identify suspicious substances.
- Hire public health bench microbiologist to enhance emergency planning and response capabilities.
- Establish and review annual preventive maintenance for the Roche Magna Pure/Light Cycler (PCR) instrument.
- Update PCR technology to include Avian Influenza (H5N1) subtype detection and Update PCR technology to include Avian Influenza (H5N1) subtype detection.
- Create a twice-per-year review of the NIMS overview.
- Establish annual preventive maintenance on MagNAPure DNA/RNA extractor
- Maintain culture detection of bio-terror organisms
- Provide test kits for select agents and ancillary consumables.
- Replenish reagent cache for select agents.
- Public Health laboratory staff attends annual emerging pathogen laboratory training.
- Provide updated training to San Francisco hospital labs on laboratory tests and shipping protocols to address emerging pathogens and emergency response.

Existing Projects	Status
1. Enhance capabilities of current PCR assays to be able to distinguish H5N1 Influenza Virus.	1. Complete
2. Bolster PCR to include sub-typing of viruses, to include discrimination of Swine H1N1 from other influenza strains.	2. Complete
3. Conduct twice annual NIMS overview.	3. Two NIMS presentations planned for 2010; two more in 2011, etc.
4. Public Health Lab staff attends annual bio-terror and pandemic infectious disease training.	4. Ongoing; next training 1/2011
5. Maintain and review protocols for culturing potentially bio-terror-related organisms from samples.	5. Ongoing



STRATEGIC GOAL #17

Enhance public health, healthcare, and medical examiner readiness.

OBJECTIVES, METRICS AND PROJECTS

Objective 17.4

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- Create a twice-per-year review of the NIMS overview.
- Establish annual preventive maintenance on MagNAPure DNA/RNA extractor
- Maintain culture detection of bio-terror organisms
- Provide test kits for select agents and ancillary consumables.
- Replenish reagent cache for select agents.
- Public Health laboratory staff attends annual emerging pathogen laboratory training.
- Provide updated training to San Francisco hospital labs on laboratory tests and shipping protocols to address emerging pathogens and emergency response.

New Projects	Status
 Train 1-2 microbiologists for culture rule out on bio-terror agents, and 1-2 microbiologists for PCR of Influenza (plus subtyping) Provide updated training to San Francisco General Hospital staff on laboratory tests and shipping protocols 	 Pending additional staff Pending additional staff and funding



STRATEGIC GOAL #17

Enhance public health, healthcare, and medical examiner readiness.

OBJECTIVES, METRICS AND PROJECTS

Objective 17.5

Develop a robust public health epidemiology information system capable of securely receiving and processing large volumes of data from laboratories, healthcare facilities, and field investigation teams. Ensure the information system enables rapid case and contact investigation and enhances real-time situational awareness of the extent and spread of an infectious disease.

- Continue implementation of ELRS with identified lab tests brought on-line in phases.
- Continue integration of the Eight (8) City clinical laboratories that transmit electronic laboratory reports to public health according to national and state public health information standards.
- Expand the case and outbreak management information system to include new lab data sources and modules for epidemiological field teams, isolation and quarantine teams, hospitals, etc.
- Convert the case and outbreak management information system to a secure web-based system and conduct testing prior to implementation.
- Develop MOAs with nine SF hospitals to develop queries of hospital admissions and emergency department encounters during an outbreak or public health emergency in order to rapidly identify cases. Develop secure data exchange mechanisms and test queries.
- Identify the responsible agencies and scope of responsibilities to develop communicable disease incident preparedness and response capabilities, including the resources and cost required.

Existing Projects	Status
1. Epidemiology and Surveillance Plan tested during 2009 activations for measles and H1N1.	1. After-Action Reports and Improvement Plans to be developed and implemented by summer 2010.
2. Developed and launched the first wave of a robust case/contact investigation database (ICOMS) that allows for streamlined data analysis.	2. Staff was trained on the system in 2009. Throughout 2009 the system was updated to improve usability. In 2010 additional features and modules will be completed.
New Projects	Status



STRATEGIC GOAL #17

Enhance public health, healthcare, and medical examiner readiness.

OBJECTIVES, METRICS AND PROJECTS

Objective 17.6

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Develop local plans and protocols to prepare for and respond to zoonotic disease (communicable diseases transmitted between animals and/or humans and animals (e.g. plague, avian flu)).

Metrics

- Establish a workgroup to determine the resources, requirements, and agencies involved in order to develop the capability to respond to a communicable disease transmitted between animals and/or humans and animals.
- Draft a plan for detecting and responding to newly emerging zoonotics.
- Establish a position and hire a public health veterinarian.

- Evaluate Animal Surveillance Plan through a series of increasingly complex exercises.
- Update the Animal Surveillance Plan based on AARs and IPs from exercises conducted.

Existing Projects	
1. The Department of Public Health's Infectious Disease Emergency	
Response Plan addresses communicable diseases like plague and avian flu	
that are transmitted between animals and humans.	

1. The plan was most recently updated in October 2009.

that are transmitted between animals and normalis.	
New Projects	Status
1.	
2.	
3.	
4.	

Status



STRATEGIC GOAL #17

Enhance public health, healthcare, and medical examiner readiness.

OBJECTIVES, METRICS AND PROJECTS

Objective 17.7

Develop forensic epidemiology protocols and procedures. Strength local capability for environmental detection of infectious disease threats by ensuring the Suspicious Substance Response Protocol and the SF/SF Bay Area BioWatch Response Plan are finalized and implemented.

Metrics

4.

- Finalize the Suspicious Substance Response Protocol and provide basic training to all relevant organizations.
- Review the SF/SF Bay Area BioWatch Response Plan.
- Update the ERP and departmental SOPs to coordinate with the SF/SF Bay Area BioWatch Response Plan.
- Review and update the SF Bio Detection System Plan for the US Postal Service.
- Draft an MOU between law enforcement and health regarding forensic epidemiology protocols and procedures.
- Provide basic training on forensic epidemiology procedures.

Existing Projects	Status
 Joint investigation MOU has been drafted. SF Bay Area Biowatch Response Plan 	 Finalization of MOU and training by end of 2010. Plan has been exercised and utilized in an actual response. SF ERP and Dept SOPs to be updated to coordinate with existing plan by end of 2010.
3. Draft Suspicious Substance Protocol presented to MMRS in March 2009	3. DEM and DPH need to meet to address next steps by 3/2010.
New Projects	Status
1.	
2.	
3.	



STRATEGIC GOAL #17

Enhance public health, healthcare, and medical examiner readiness.

OBJECTIVES, METRICS AND PROJECTS

Objective 17.8.1

Develop and implement plans and procedures for providing out-of-hospital disaster medical care, including establishment of alternate care sites and field care clinics and conducting community outreach.

Alternate Care Sites and Field Care Clinics	Community Outreach
 Convene an Alternate Care Site (ACS) Workgroup. Present ACS Workgroup recommendations for implementation. Identify primary and secondary ACS Locations. 	 Incorporate a community branch annex into the ERP Convene a disaster registry/vulnerable population workgroup. Integrate revised DRP into DPH and City Disaster Plans.
 Assess pier or other designated site for Alternate DOC site for the Office of the Chief Medical Examiner (OCME) Assess large outdoor spaces for different emergency response use, such as Recreation and Parks Department facilities, and establish prioritization for use in an emergency response. Establish MOUs and protocols for placing mobile FCCs in permanent storage locations. Procure, inventory, and store mobile FCC supplies and equipment. 	 Complete DRP List recommendation and draft operational response plan. Increase disaster preparedness and resiliency of organizations that serve DRP registrants. Conduct first Hub workshop with pilot area. Develop disaster plans for clinic facilities that are integrated with the Community Disaster Response Hub Plan. Procure Community Hub/clinic sites equipment and supplies to response independently during a disaster. Develop MOU with Operational Area (OA) Patient Distribution Center (PDC).
Existing Projects	Status
	Status



STRATEGIC GOAL #17

Enhance public health, healthcare, and medical examiner readiness.

OBJECTIVES, METRICS AND PROJECTS

Objective 17.8.2

Develop and implement plans and procedures for strengthening the EMS and Medical-Health Disaster response to a MCI including continued support of medical supply caches.

Metrics

EMS Related

- Create and ratify an ordinance that improves coordination of the EMS system during routine operations and disasters.
- Develop EMS Response playbooks for high risk locations.
- Develop policy on EMS system response to explosive/bombing incidents
- Develop policy to designate single medical dispatch center to serve as point of contact for coordination of mutual aid ambulance resources during disaster.
- Develop policy to pre-designate ambulances that are approved for automatic aid (initial response to adjacent mutual aid areas).
- Develop policy to notify Regional Medical Dispatch Center (RMDC) when automatic aid ambulances are not available.
- Ensure DEM-DEC or other single-point dispatch centers are staffed at levels sufficient to perform Operational Area Patient Distribution Center function.
- Develop policy to prescribe process for distribution of patients to other jurisdictions (outside of SF EMS System).
- Develop MOUs for patient distribution with adjacent /Local Emergency Medical Services Agencies (LEMSAs).
- Enhance the Citywide Hub Plan to support EMS function in a mass casualty incident.
- Contract with air medical expert to update the EMS Air Medical policy and list of medical helicopter landing sites within the city.

Multi-Casualty Incidents and Medical-Health Disaster Response

- Update the City ERP, the DPH EOP, and the SF MCI Plan to comply with the California Disaster- Medical Operations Manual (CD-MOM).
- Conduct a comprehensive revision of the MCI Plan.
- Develop an EMS system mass casualty incident (MCI) Plan, which prescribes operations for dispatch centers, EMS providers, and hospitals during MCIs.
- Update the City ERP and Department SOPs to comply with the SF MCI Plan.
- Develop MCI Plan training material.
- Provide initial MCI training for all stakeholders and annually recurring training.
- Develop MCI job aid for all stakeholders, based on MCI Plan and specific policies.
- Conduct four discussion-based MCI exercises annually, coordinated with alternate care sites and other EMS stakeholders and assets.
- Conduct two MCI FEs annually, coordinated with alternate care sites and other providers.
- Develop Medical Health Operational Area Coordinators (MHOACs) training.
- Provide MHOACs with initial training and twice per year thereafter.



STRATEGIC GOAL #17

Enhance public health, healthcare, and medical examiner readiness.

OBJECTIVES, METRICS AND PROJECTS

Objective 17.8.2

Develop and implement plans and procedures for strengthening the EMS and Medical-Health Disaster response to a MCI including continued support of medical supply caches.

Wettles	
EMS Related (continued)	Caches
 Maintain Local Emergency Medical Services Information System (LEMSIS) disaster preparedness elements. 	 Implement disaster equipment and supply inventory, storage and maintenance plan.
	Develop standards for EMS provider caches and equipment stocks
	Annually verify status of EMS providers' caches and disaster equipment.
	Develop and implement Chempack ConOps
	Develop policy for Chempack deployment and integration into EMS System.
	Conduct two functional Chempack and local cache exercises annually.
	OCME develops a plan for transportation of disaster trailer and staff.
Existing Projects	Status
1. Air Medical – EMS Agency policy #4020 Emergency Services Aircraft Utilization was initially written several years ago and has only minor updates. The landing sites need to be re-surveyed to ensure they are still available.	1. In progress
	Status
1.	1.



STRATEGIC GOAL #17

Enhance public health, healthcare, and medical examiner readiness.

OBJECTIVES, METRICS AND PROJECTS

Objective 17.8.3

Support the medical response to mass casualty events by assisting hospitals with their disaster and medical surge planning.

- Complete the DPH Medical Surge Plan to incorporate MCI Plan, Hub Plan, Alternate Care Site Plan, and IDER Plan.
- Establish contracts and provide initial trainings for hospital and clinic staff: Trauma Nurse Core Course (TNCC), Advance Trauma Life Support (ATLS), and Basic Life Support.
- Develop standards for hospital caches and equipment stocks.
- Convene a hospital evacuation workgroup.
- Present evacuation workgroup recommendations for implementation.
- Execute Surge Personnel contract Identify volunteer medical staff, write plans and medical mutual aid agreements for use of pre-credentialed medical volunteers at Community Hub and hospital facilities.

- Conduct TTX of Community Hub Plan with clinics and hospitals.
- Cache medical supplies, equipment, and drugs completed and maintained.
- Annually verify status of hospitals caches and disaster equipment.
- Provide medical direction for medical surge plans (local cache/Chempack/others) and medical exercises.
- Develop Electronic Patient Tracking System ConOps. needs to be standalone objective
- Develop Electronic Patient Tracking System training materials and other training collateral.

Existing Projects	Status
	Status
Revise and update the Electronic Patient Tracking System ConOps document.	1. TBD



San Francisco

All-Hazard Strategic Plan Update

STRATEGIC GOAL #17

Enhance public health, healthcare, and medical examiner readiness.

OBJECTIVES, METRICS AND PROJECTS		
Objective 17.8.4		
Complete the Mental Health Plan for mass casualty survivors and include family reunification component.		
Metrics		
Review existing Mental Health Disaster Response Plan and update to match Hub Plan.		
Existing Projects	Status	
	Status	



STRATEGIC GOAL #17

Enhance public health, healthcare, and medical examiner readiness.

OBJECTIVES, METRICS AND PROJECTS

Objective 17.9

Incorporate the DPH IDER Plan into the City's ERP.

- Review the DPH IDER Plan.
- Update the IDER Plan to reflect agency roles and communication procedures and make corresponding updates to the ERP.

Existing Projects	Status
1. Update the IDER plan and incorporate plan into the City's ERP.	1. Summer 2011
New Projects	Status
1.	
2.	
3.	
4.	



STRATEGIC GOAL #17

Enhance public health, healthcare, and medical examiner readiness.

OBJECTIVES, METRICS AND PROJECTS

Objective 17.10

Coordinate medical examiner readiness and mass fatality planning both locally and within the region

- Implement medical examiner planning efforts including mass fatality planning and equipment acquisition
- Coordinate with the region on mass fatality planning

Existing Projects	Status
1. Purchase equipment needed to support ME readiness	1. In progress
2. Update city's mass fatality plan	2. In progress
3. Coordinate with the region on their mass fatality plan	3. In progress
4.	
New Projects	Status
1. Develop a training and exercise to review the mass fatality plan	
2.	
3.	
4.	



STRATEGIC GOAL #18

Strengthen mass care (sheltering, feeding, and related services) capabilities.

OBJECTIVES, METRICS AND PROJECTS

Objective 18.1

Strengthen mass care planning.

- A mass care plan for the general population is in place
- Mass care plan addresses cultural characteristics and needs of populations to be sheltered
- Mass care plan addresses the access and functional needs of children and people with disabilities
- Mass care plan addresses the feeding needs of affected populations
- A mass care plan for companion animals (or pets) is in place

14 mass care plan for companion animals (of pets) is in place	
Existing Projects	Status
1. Develop ESF #6 Annex	1. Being developed in coordination with the Mass Care Workgroup
2. Develop Feeding Plan	2. Being developed in coordination with the Feeding Workgroup
3. Maintain and update Animal Shelter Plan (ESF #11)	3. Updates to plan being coordinated with the Animal Response Workgroup
4. Develop and document strategies for meeting the access & functional support needs of persons in disaster shelters	4. Being developed in coordination with the Disability Disaster Preparedness Workgroup
5. Develop protocols for work with spontaneous shelters (non ARC sites)	5. Being developed in coordination with the Mass Care Workgroup
6. Update protocols for shelter activation	6. Being developed in coordination with the Mass Care Workgroup
New Projects	Status
1. Provide training on the plan	1. Training to be provided at monthly workgroup meetings
2. Include mass care response elements in all appropriate exercises	2. To be developed with the exercise program
3. Develop protocols for financial reimbursement	3. In planning stage



STRATEGIC GOAL #18

Strengthen mass care (sheltering, feeding, and related services) capabilities.

OBJECTIVES, METRICS AND PROJECTS

Objective 18.2

Establish agreements with partner organizations for the delivery of mass care services

- Mass care plan identifies partners (including community and faith-based organizations) to support care and shelter operations
- Appropriate agreements with partners are in place

Existing Projects	Status
1. Continue to develop agreements with facilities (owners) for emergency shelter use	1. Agreement with SFUSD pending signature; need additional agreements with other private facilities
2. Survey senior and disability organizations to identify local availability of disability specific resources and services for supporting people with disabilities (including elderly persons) in shelters	2. Survey being developed; once resources are identified, agreements will be initiated as needed
New Projects	Status
 Identify additional partners where agreements are necessary (to ensure service provision, or to support partner agency reimbursement) Develop the agreement template Execute the agreements Setup a separate shelter database page to list care and shelter resources and local service providers that have agreed to support mass care operations 	 Current workgroup meetings to identify additional partner agreements To be developed To be executed when developed Need to consolidate resource list



STRATEGIC GOAL #18

Strengthen mass care (sheltering, feeding, and related services) capabilities.

OBJECTIVES, METRICS AND PROJECTS

Objective 18.3

Build Shelter Capacity -- Identify additional facilities for shelter use and survey the capacity of each site

- Suitable facilities are identified for use as evacuation or emergency shelter sites
- Non-traditional facilities are identified for sheltering tens of thousands of people such as outdoor shelter sites/camps and hotels
- All facilities are comprehensively surveyed and entered into a database that includes all relevant site data including facility contact information
- Shelter accessibility is a primary element in the survey process (temporary accessibility solutions are identified where feasible)

Existing Projects	Status
1. Expand Shelter Database to include data on more than 100 surveyed facilities for disaster shelter use	1. Currently surveying 15 additional new sites (will bring the total to 100 surveyed shelter sites within the City's shelter database)
2. Develop space usage plans for ten indoor shelter sites (space usage plans define	2. In process – 5 of 10 sites surveyed for indoor shelter space usage plans
the optimal recommended layout for the shelter facility)	3. In process – 3 of 6 sites surveyed for outdoor shelter space usage plans
3. Develop footprint plans for six outdoor shelter sites to describe details of site	
layout	
New Projects	Status
1. Continue to identify new facilities (congregations and other private buildings) for	1. Currently being coordinated within the planning workgroup
1. Containe to identify hew ratemates (congregations and other private bandings) for	1. Currently being coordinated within the planning workgroup
emergency shelter use	Assigned to shelter database vendor
, , , , , , , , , , , , , , , , , , , ,	



STRATEGIC GOAL #18

Strengthen mass care (sheltering, feeding, and related services) capabilities.

OBJECTIVES, METRICS AND PROJECTS

Objective 18.4

Enhance shelter operations capacity (shelter workers and material resources)

- Training and exercise programs in place for shelter staff
- Mass care plan includes programs for recruiting volunteers
- Resource management strategy is incorporated into the Mass Care Plan

Existing Projects	Status
 Increase the number of trained shelter workers Maintain existing trailer inventory of cached shelter supplies for 3,500 people 	 Red Cross Shelter Operations training provided to more than 200 community personnel the past fiscal year, including 48 City workers from HSA Trailer maintenance ongoing
New Projects	Status
 Strengthen planning to provide medical and behavioral health support at shelter sites Purchase disability specific resources for shelter operations (i.e., accessible cots) Develop procedures for implementing just-in-time shelter operations training 	 In planning stage Need to identify eligible supplies from Approved Equipment List In planning stage



STRATEGIC GOAL #19

Develop a citywide mitigation program that enhances the City's capability to withstand disaster.

OBJECTIVES, METRICS AND PROJECTS

Objective 19.1

Establish a citywide mitigation initiative to organize, implement, maintain, and improve mitigation activities.

- Write a mitigation program charter that outlines the key elements of the mitigation program.
- Establish a mitigation program steering committee.
- Maintain the 2008 CCSF Hazard Mitigation Plan.

Existing Projects	Status
1. CCSF Hazard Mitigation Plan	1. Completed in 2008
2.	2.
3.	3.
New Projects	Status
1.	1.
2.	2.
3.	3.



STRATEGIC GOAL #19

Develop a citywide mitigation program that enhances the City's capability to withstand disaster.

OBJECTIVES, METRICS AND PROJECTS

Objective 19.2

Implement mitigation projects as defined by the 2008 CCSF Hazard Mitigation Plan.

- Refer to the 2008 CCSF Hazard Mitigation Plan for Metrics.
- Identify match funding sources to implement mitigation opportunities.

Existing Projects	Status
1. Apply for Federal Emergency Management Agency (FEMA) Pre-Disaster Mitigation (PDM) Grant	1. October 2009 – Applied for two PDM grant projects (Treasure Island Berm Elevation and Treasure Island Causeway Seismic Upgrade). Currently in review with FEMA.
2. Incorporate applicable mitigation projects into the Capital Plan	2. In progress
New Projects	Status
1. Continue to identify and apply for FEMA grant-eligible projects, based on the 2008 Hazard Mitigation Plan.	1. Ongoing



STRATEGIC GOAL #20

Develop a long-term recovery program that builds the City's capabilities to restore lifelines and facilitate economic and community recovery following a major incident.

OBJECTIVES, METRICS AND PROJECTS

Objective 20.1

Establish a citywide post-disaster resilience and recovery initiative to organize, implement, maintain, and improve recovery planning activities.

- Write a recovery program charter that outlines the key elements of the recovery program.
- Establish a recovery program steering committee.
- Develop a Recovery Program Management Plan.

Existing Projects	Status
1. Recovery Program Charter	1. Finalized
2. Recovery Program Steering Committee	2. Established
3. Recovery Program Management Plan	3. Ongoing
1.	
2.	
3.	





STRATEGIC GOAL #20

Develop a long-term recovery program that builds the City's capabilities to restore lifelines and facilitate economic and community recovery following a major incident.

OBJECTIVES, METRICS AND PROJECTS

Objective 20.2

Implement projects as defined by the Recovery Program Management Plan.

Metrics

• See Recovery Program Management Plan for Metrics.

Existing Projects	Status
Debris Management Plan Development Citywide Post-Disaster Resilience and Recovery Initiative (encompasses)	1. In progress – base plan completed December 2009; full plan with annexes complete December 2010
committees/workgroups; CI/KR; community and economic recovery)	2. In progress
3. Establish a Lifelines Council	3. Convened October 2009; ongoing
4. Stafford Act Amendments and potential FEMA reform	4. In progress
New Projects	Status
1. Earthquake Plan Revision	1. Not yet started
2. ERP Recovery Element Update (Emergency Response and Recovery Plan)	2. Not yet started
3. Housing Exercise with Regional Partners and FEMA	3. Not yet started
4. Long-Term Recovery Housing Plan	4. Not yet started
5. Transportation/Evacuation Plan	5. In progress